



DRAFT – FOR CCMD USE ONLY

Civilian Community Management Division Business Plan

Updated: January 9, 2003

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1. Executive Summary

1.1 Purpose

The purpose of this Business Plan is to set a course of operations for the US Navy's Civilian Community Management Division (CCMD) that will improve the ability to attract, develop and retain a diverse Civilian Workforce that meets the Department of Navy's evolving mission requirements. This includes developing a skilled Civilian Workforce that supports the Navy's war fighting mission and provides exceptional personal development and career opportunities. The Plan establishes a set of interrelated organizational goals for the CCMD, which will be the driver and integrator with regard to making the total force concept a reality and will define a systematic approach to their attainment. This Business Plan will ensure that the Navy is provided with a strong sense of community characterized by CCMD's advocacy of the Civilian Community Management (CCM) concept through the identification of competencies within the civilian communities that also integrate with the competencies identified for the military.

1.2 Organizational Description and Mission

The CCMD's mission is to attract, develop and sustain a diverse Civilian Workforce that meets the Navy's evolving mission requirements and provides each individual the opportunity to develop to their fullest potential. The CCMD reports directly to the Deputy Chief of Naval Operations for Manpower and Personnel, who in turn reports directly to the Chief of Naval Operations. CCMD is located at the Naval Annex and has three permanent staff members along with projected full staffing component of nineteen rotational members from identified communities.

1.3 Business Plan Vision and Goals

The Business Plan encompasses three major organizational goals:

1. The Civilian Workforce has a strong sense of community across the Department of Navy.
2. Career paths exist for employees.
3. Opportunities exist for employees to build the skills and experiences needed for career development.

1.4 Goal Attainment Through Integrated, Time-Phased Objectives

This Business Plan defines a carefully integrated set of objectives to be implemented over a three-year time frame, leading to the successful establishment of a Civilian Community Management process. These objectives, which are depicted in detail in the body of the Plan, incorporate some work currently in progress, and in other cases, represent proposed approaches to implementing the CCM structure and supporting the CCMD customer base (commands, employees, community leaders). The development of these strategies will be guided by the recommendations derived from the Community Leaders via quarterly conferences and other means of regular and recurring communication. In addition, CCMD has

and will continue to benchmark best practices of private industry, other agencies and commands, as well as communities already established within the entire Department of Navy (DON) and compare these practices to the expectations laid out by the Community Leaders in order to identify opportunities for improvement. This Plan provides a means by which those theoretical approaches to Community Management support can be converted into concrete, operational realities. In a similar manner, the potential for process improvements identified through the work of the Reinvestment in Infrastructure Initiatives (RII) group, the Chief of Naval Operations Executive Board (CEB) and the first CCM September 2002 Conference guided the development of this Plan's strategic underpinnings. Lastly, the Plan recognizes the value inherent in the Enterprise Resource Planning (ERP) methodology. Consequently, one of the first strategies implemented will be a partnership between the CCMD and the military's implementation of PeopleSoft and use of SkillsNet in order to leverage the full capabilities in areas of competency management and succession planning.

The strategic approach defined in this Plan utilizes the findings of prior efforts and will combine those insights with creative, innovative tactics developed by a CCMD staff of rotational subject matter experts who will work to make CCM integral to a comprehensive career and leadership development program. The end result is a strategic approach merging expertise of community leaders with the establishment of an organization (CCMD) devoted to the advancement of people through the use of streamlined processes that facilitate community health assessment, competency management and succession planning, all driven by simplified yet advanced technology.

1.5 Resource Constraints

In order to implement this business plan, CCMD must staff up quickly. In FY02, we projected a need for 5 FTE; 8 more in FY03 and a full staff of 22 by FY04. Three staff are permanent CCMD members responsible for “standing up” the organization. The remainder of the staff will be the Community Managers, appointed by the 20 identified Community Leaders. The Managers will serve a two-year rotational tour of duty and will have return rights to their home organization. CCMD in conjunction with the Office of Civilian Human Resources (OCHR) policy staff developed a Memorandum of Understanding fully defining this process, including guarantees of return to a similar or same position within the command, while concurrently allowing the losing organization to fill the temporarily vacated slot.

While CCMD is fully funded for the next three years, it is imperative that out year funding be requested and obtained if the vision of the RII, CEB and DON senior leadership is to be fully realized. In addition, at the December 2002 conference of Community Leaders, there was a suggestion and subsequent agreement amongst the board that Safety should be added as a separate community apart from Environmental, hence making the number of communities 21, instead of 20. This may mean an additional FTE. CCMD will work with appropriate N1 staff to project future funding requirements and provide substantiation.

1.6 Conclusion

The individuals who comprise the DON's work force are our greatest asset. This Plan reinforces the Secretary's acknowledgement of the critical role the work force plays in the successful execution of Navy's mission. Each member of the CCMD will play a critical role in

developing and supporting our civilian work force. From the time they report on board through to their retirement, civilians will come to depend upon their respective Community, its leaders and the CCMD staff to maintain the course and stay fully focused on supporting the Navy's civilian work force.

Chief of Naval Personnel, Vice Admiral Gerald Hoewing, recently told Government Executive: "I don't think we have done a good job in developing our civilians and we are going to turn that around..." The establishment of NII is the first stop in this journey and will play a key role in helping, as the Admiral told Government Executive: "...our civilians perform at higher levels because they are getting more training and education that is focused on their mission areas, and that ultimately will allow our military to perform at higher levels."

This Business Plan imparts that structure, that organization, that focus. This Plan establishes CCMD's commitment to respond in full to Vice Admiral's Hoewing's vision described above and the mandate delivered at the September 2002 Community Management Conference to attract, develop and sustain a diverse Civilian Workforce that meets the Department of Navy's evolving mission requirements and provide each individual the opportunity to develop to their fullest potential.

2.0 Introduction and Background

2.1 The Need For A Business Plan

When the RII and CEB decided that a consolidated approach to civilian workforce management was a necessity, it established a central organization, reporting to the CNO. N11 is the product of that decision. Such restructurings frequently produce a period of turbulence within the affected organization as the new organizational design and revised business processes are implemented. This turbulence will be evident throughout this stand up as staffs deal with “turf” issues amongst the commands and with previously established communities. However, once this structure is firmly in place, resources once consumed by separate organizations each and all doing essentially the same work, can be redirected toward development of new solutions to the challenges facing the Navy’s total workforce efforts.

These challenges clearly require new approaches to managing the civilian workforce. The development of this Business Plan reflects the organization’s recognition of that reality. This Plan also marks a milestone in the Civilian Community Management Division’s (CCMD’s) strategy for ensuring that Navy’s civilian work force is afforded the same opportunities for career development that have been hallmarks of the military tradition. The CCMD fully recognizes its critical role in supporting the structure that will allow all communities to provide models for developing career programs for all civilian personnel.

Our people are truly our greatest asset. They are the primary determinant of the Navy’s current and future capability to win wars, deter aggression, and maintain freedom of the seas. The Plan depicted in the following pages, and the effort expended in its creation, reflects our commitment to those people, and our determination to craft a business approach that will afford them the quality career guidance and support they deserve.

2.2 Organization Description

The CCMD’s mission is to attract, develop and sustain a diverse Civilian Workforce that meets the Navy’s evolving mission requirements and provide each individual the opportunity to develop to their fullest potential. The CCMD reports directly to the Deputy Chief of Naval Operations for Manpower and Personnel, who in turn reports directly to the Chief of Naval Operations. CCMD is located at the Naval Annex and has three permanent staff members along with projected full staffing component of nineteen rotational members from identified communities.

In addition to 21 communities, the CEB agreed to a Director and two other permanent staff members in order to ensure continuity of operations, provide support and back up to the managers and maintain a knowledge base within the organization. The permanent staff members will focus more on “the good of the Navy” and assure that higher-level perspective is kept in mind in all that must be accomplished.

The CCMD has an FY03 authorized direct end-strength of 11 FTE with and additional 9 billets slated to report by the end of FY05.

2.3 Success Criteria

The CCMD has identified the following high-level measures of success to determine if the organization is on the right track as we make our way along this new path.

- Are there sufficient numbers of people, with the right skills and abilities to carry out the mission?
- Is the Navy able to allocate its personnel, by mission or geographically to maximize achieving the mission?
- Are the employees and stakeholders involved in workforce planning?
- Do line managers have the capability to hire, fire, reward and train the people who work for them?

3.0 Concept of Operations

The draw down of the civilian workforce over the last decade has highlighted the need for a coherent Navy-wide strategy in the areas of workforce development and community management. Due to the drawdowns over the years relatively few new employees have been brought into the Navy for a long period of time. Consequently, the Navy is faced with an aging civilian workforce. It is critical that the Navy work systematically to recruit, develop and retain a workforce ready to take on the responsibilities of those that are or will be departing Navy to learn the new competencies required in the future by the modern, technology driven Navy. With fewer civilian employees and the expected retirement of many of our most senior and experienced civilians it is critical that the Navy structure a process that will support the development of the workforce of the future. This workforce will be fewer in numbers, will not always have the luxury of learning on the job from a more seasoned mentor and will have to achieve proficiency more quickly than anytime in the past.

A variety of studies support the CNO actions of initiating a change to the way the Navy develops its civilian workforce. The heart of this change is the creation of a new civilian management function. The Civilian Community Management Office (N11) provides a structure to more effectively and efficiently develop the civilian future workforce. N11 (see Figure 3.1 below) serves as CNO's senior advisor and authoritative source on civilian workforce development and community management and reports to Deputy Chief of Naval Operations for Manpower and Personnel, who in turn reports directly to the Chief of Naval Operations. N11 works closely with its Marine Corps counterpart in the development of the Civilian Community Management concept and associated activities. This function is responsible for assessing the health of the various occupational communities that make up the Navy workforce and partnering with the relevant Navy stakeholders to improve that health through workforce reform.

Concept of Operations



Figure 3.0

3.1 Key Responsibilities

The Community Leaders, Commands/Claimants, and N11 all share responsibility for:

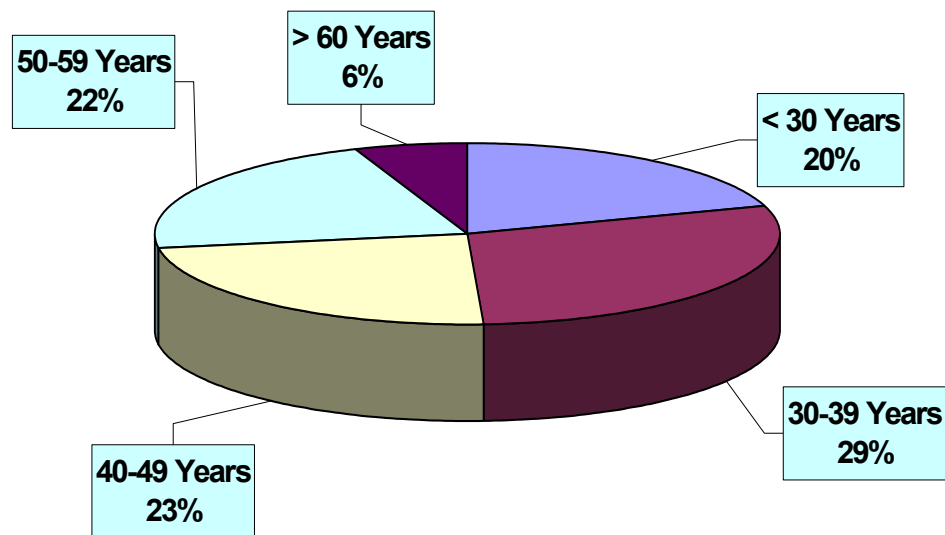
- Defining Community developmental requirements
- Assessing skill levels
- Define career templates (to identify training needs)
- Periodically analyzing the health of the Community
 - And just as significantly is the need to manage the workforce with regards to recruitment in the areas of staffing, retention, promotion, development and separation.

Recruitment is a critical challenge facing the Navy over the next few years. Recent national economic problems and the announcement of plans to further reduce the size of the civilian workforce will cause observers to question the wisdom of emphasizing or devoting resources to hiring new employees. Our competitive sourcing activities demonstrate that job security for the civilian workforce is not assured.

The **data in figures 3.1, 3.2, 3.3 and 3.4** demonstrate the reality of a talent crunch in the Navy. There are insufficient numbers of individuals in the early and mid stages of their careers to replace senior staff who are leaving the organization. As we continue to experience drawdowns it is even more critical to develop a robust and results focused recruitment

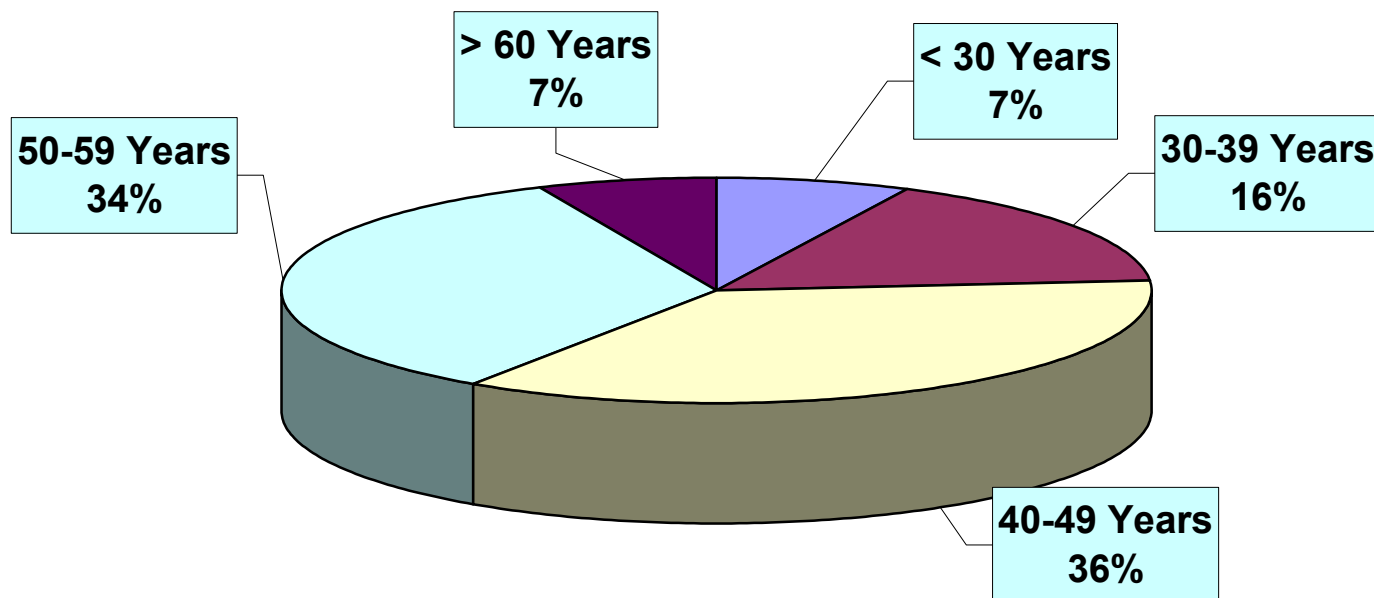
Chart 3.1
Composition of Workforce by Age in 1982

01/29/03

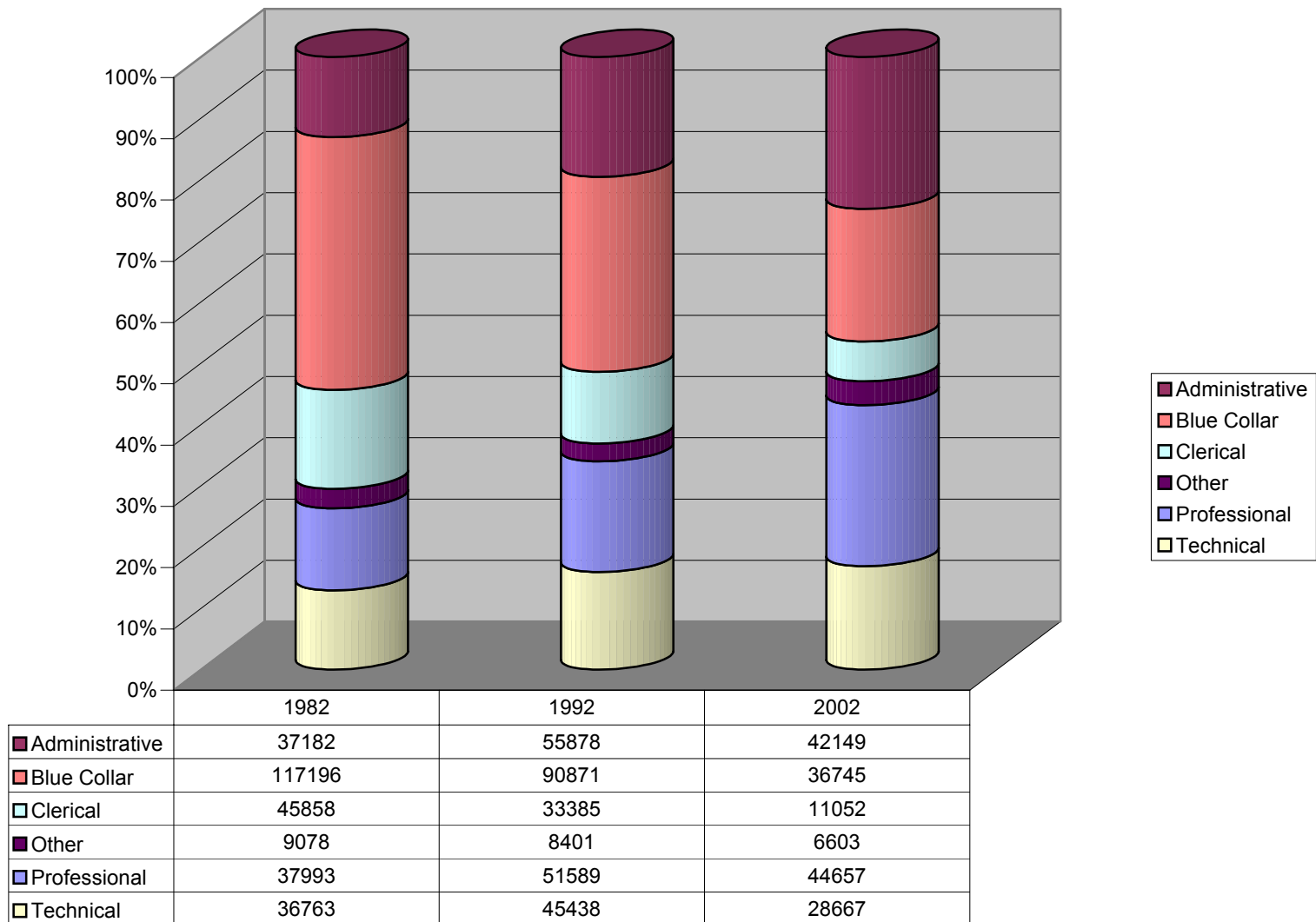


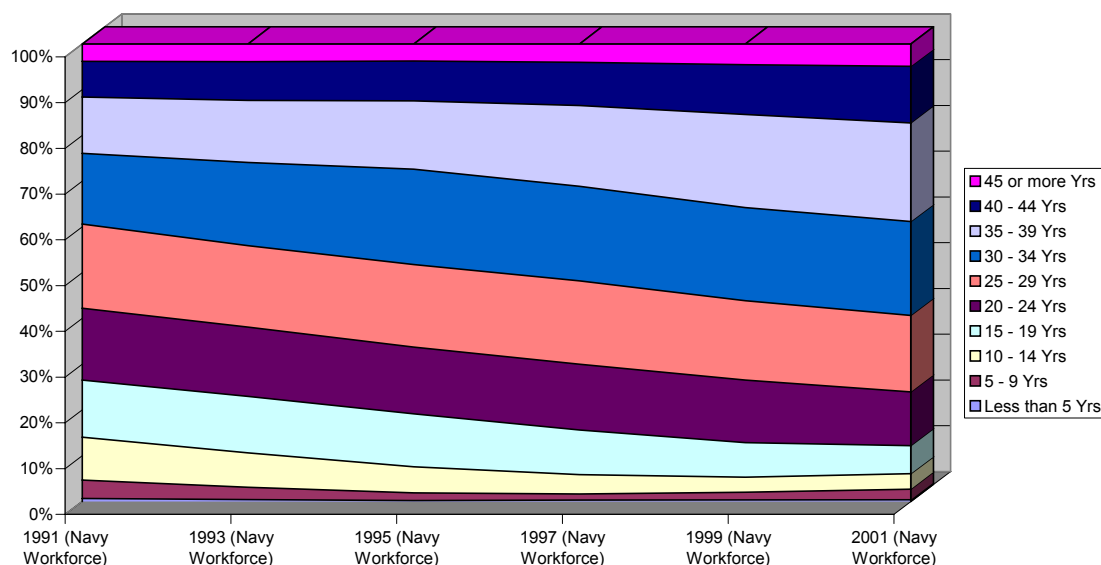
process. Directed recruitment effort on employees with broad knowledge and skills to meet the mission demands is critical. Applicant quality and not numbers will drive the recruitment process. The needed highly skilled and technology savvy individuals are in demand even in the worst of economies. To ensure that applicants who meet our needs apply and are hired quickly, managers must clearly identify and describe position competencies. The new Civilian Community Management Division and the Civilian Community Management Leadership Board are working to ensure that competency requirements exist for all of the job communities within the Navy. The CCMD will also play an integral role in determining the most effective way for Navy to target recruitment in the areas necessary.

Chart 3.2
Composition of Workforce by Age in 2002



Workforce Composition 1982 - 2002-Chart 3.3



Length of Service Trends (1991-2001)-Chart 3.4

3.2 Technology

In order to ensure that the right people are in the right place at the right time, the CCMD and through it, the various communities themselves must be equipped with the right tools. As emphasized by the Secretary of the Navy, technology is one of the strategic initiatives that will move us toward our vision. Technology is an enabler that can simplify acquisitions, streamline business processes, and promote innovation. For the CCMD, technology is the tool that will make our vision a reality. We envision a focus on the following components, outlined in further detail below: a strong web presence, SkillsNet, Task Force Excel.

N11 is in the process of developing the foundations of a web site that will house all Community Management issues and topics with portals to each specific community explaining what Community Management is and providing employees with the information and tools that they need to get where they wish to go throughout their careers. The CCMD vision is that this web presence will beyond the Intranet to Navy.com and Navy.mil; thus serving as a marketing tool not only to retain current valued employees but also to attract those outside of the Navy who might be attracted by the services a real Community can provide.

In addition, N11 plans to leverage the work that the military has begun with SkillsNet, a workforce development tool that allows an organization to “manage” competencies and gain an understanding of those competencies held by all employees and where best to focus those skills. The SkillsNet tool also has the ability to interface with PeopleSoft, which many simplify the movement to an ERP concept with regards to data requirements for TFFMS, which ultimately will be rolled into the PeopleSoft solution, at least on the military side of the house.

However, the need to manage competencies through a total force approach means that civilian skills data must be entered into this system along with DCPDS.

Lastly, Task Force Excel (Excellence through Commitment to Education and Learning) is Navy's ambitious program that seeks to change the way it trains its sailors. The intent is to make Navy training more adaptable to new technologies and war-fighting tactics. The Navy has determined that major improvements are needed to keep up with technological advances, retain experienced personnel and attract recruits. The civilian population faces these same challenges and N11 plans to partner with the military to leverage this tool.

Through CCM Web portals combined with SkillsNet and Task Force Excel, N11 envisions that employees will be able to access what is most important to them—the information required to excel, both personally and professionally—no matter where they are located or what position they hold.

4.0 CCMD Vision and Goals

CCMD VISION

Our vision for Navy's Civilian Community Management program is to attract, develop and sustain a diverse civilian workforce that meets the Department of Navy's evolving mission requirements and provides each individual the opportunity to develop to their fullest potential.

The vision of the CCMD is built upon a cooperative trilateral partnership between the Civilian Community Leader Board, the Claimants and the Civilian Community Management Division. Inherent in the vision and goals is the desire for a workforce management strategy that is both compelling for employees and delivers the results for the Navy. Elements include Recruitment, Retention, Career Development, Succession Planning and Knowledge Management.

4.1 The goals of the organization:

1. *Create a Sense of Belonging* ~ Create a strong sense of community for all civilians across the Department of Navy.
2. *Revitalize Career Planning* ~ Career paths are available for all employees to assist in building a successful career.
3. *Manage Competencies* ~ Opportunities are available to build the skills and experiences needed for career development.

Though not a goal, but an inherent concept within the vision and goals:
Infuse Technology ~ Capitalize on new technology and its promise for enhanced organization and individual performance.

The vision and goals of the organization will be realized through a carefully executed plan of action. Each goal has been expanded to include specific objectives that lead to the accomplishment of the goal. Upon completion of the budget approval process for FY03, the Plan will be validated and revised to reflect more accurate FY03 funding levels and FY04 projections. This Plan will serve as the N11 organization's blueprint for standing up and delivering the Community Management concept to its customers.

4.2 CCMD Goals and Objectives

Goal 1: Create a Sense of Belonging

Create a strong sense of community of all civilians across the Department of Navy.

Key Initiatives:

- Identify the current workforce by Community, Command / Claimancy and location.
- Identify and/or develop career experiences or education to support acquisition of each competency.
- Identify education/training experiences and learning objectives.
- Develop career-mentoring practices.
- Integrate CCM work with other on-going DON initiatives (e.g. Marine Corp initiative, military's PeopleSoft, SkillsNet and Taskforce Excel initiatives, etc.)
- Develop Intern programs when & where appropriate
- Develop measures of success and strategies for continued support.
- Identify a reward structure supportive of competency achievement and high performance.

Goal 2 – Revitalize Career Planning

Career paths are available for all employees to assist in building a successful career.

Key Initiatives:

- Identify job families or job series specific to each community.
- Determine template for career progression and management. Identify competencies by career progression.
- Identify competencies for each Community.
- Identify standard/common competencies across communities and career levels.
- Refocus individual performance measures on competency achievement.

Goal 3 – Manage Competencies

Opportunities are available to build the skills and experiences needed for career development.

Key Initiatives:

- Identify and describe the “current as is” and the “desired to be” for each community.
- Assess community direction and develop methodology to identify "horizon" and future competency requirements.
- Identify barriers to timely recruitment leading to successful candidate selection.
- Develop exit interview or data capture strategy and implement.
- Develop recruitment strategies to meet various career levels.
- Develop and implement succession plan to capitalize on career experiences, career progression strategies, and recruitment efforts. Identify barriers to current succession planning.
- Develop measures of success and strategies for continued support.
- Identify existing human resource policies/laws/structure impacting the effective implementation and success of the civilian community management concept and operation and modify if necessary.

4.3 Management of the Plan

Assessment of the Business Plan goals will be accomplished through quarterly program reviews, and updates will be made to this plan as needed. The Leadership Board meets quarterly and may drive regular changes to this plan. These reviews will serve as a tool for measuring our ability to achieve our program objectives and will provide key management indicators of progress. Ultimately, program reviews will evaluate each project against performance and schedule to ensure milestones are being met and programs are appropriately integrated. The purposes of the program reviews are as follows:

- Prioritize objectives and initiatives
- Minimize re-work; maintain consistency of purpose
- Ensure integration
- Obtain/maintain corporate support of the CCM concept
- Identify areas for process improvement

- Identify future Program Objective Memorandum (POM) budget requirements
- Manage financial resources

Participants in the program reviews may include the CCM Leadership, Command representatives and other key staff as appropriate.

There are many challenges ahead for both the N11 organization and the CCM concept.

First Steps:

- Identify Civilian Community Management Workforce by Position and Location
- Develop Civilian Community Management Process
- Develop Career Progression for Each Community
- Develop Succession Planning

Challenges:

- Meet the day-to-day requirements of establishing an office from “scratch.”
- Build support among established communities and commands for an integrated approach to community management support through the effective use of advanced technology.
- Avoid redundancy and duplication of effort while establishing a clear sense of identify and mission of the Civilian Community Management function within the Navy.
- Recruit individuals who are strong subject matter experts and who possess the ability to implement the vision for the Navy Civilian Community Management while garnering support from their communities for this total force effort.
- Become indispensable to Navy leadership in the development, education and shaping of the total workforce of the future.

A Community Management Program that is consistent but flexible, provides resource support in a strategic sizing environment and is continually aware of and collaborative with ongoing workforce development efforts Navy-wide will be evidence of the success of this Business Plan. N11 will evaluate several tools to assess whether improvements have been achieved. However, several broad measures of success were identified and agreed upon at the September 2002 conference:

- Are there sufficient numbers of people, with the right skills and abilities to carry out the mission?
- Is the Navy able to allocate its personnel, by mission or geographically to maximize achieving the mission?
- Are the employees and stakeholders involved in workforce planning?
- Do line managers have the capability to hire, fire, reward and train the people who work for them?

4.4 Marketing

Prior to the September 2002 conference of Community stakeholders, the CCMD developed a detailed marketing and communication plan that outlines the best way to develop and maintain effective communication both within the CCMD and with external customers and stakeholders. The organization has identified its targeted audiences and detailed its strategies for implementation. In addition, the Leadership at the December 2002 conference generated marketing ideas, including a 'canned' presentation to be developed by N11 for the Leadership to use to brief their Command Leadership as well as employees. CHINFO is currently working on a more detailed communication plan in support of the CCM initiative.

N11 has defined the following audiences:

Internal Audiences: Community Leaders and CCMD Staff

The internal audiences for marketing efforts include the CCMD employees as well as the governing board of Community Leaders. The Community Leadership Board includes the officially appointed Leaders of each of the twenty-one communities' identified. The CCMD employees include the rotational staff of N11—the Community Managers who are appointed by the Community Leaders, with acceptance by the Director of the CCMD. The following strategy will be employed for the HR Community:

- *Strategy: Develop and implement a creative and effective internal communication plan for the Community Leadership Board and Community Managers.*
 - Maximize the use of existing vehicles and systems such as website posts, broadcast email, videoconferences, Directors meetings, code meetings and teleconferences
 - Issue an annual report of accomplishments

External Audiences: DON Civilian Work Force, Stakeholders/Claimants/Commands, External Agencies, and the Public

The communication plan also targets the entire Department of Navy civilian work force and stakeholders (i.e. Commands) of each organization. Stakeholders include the DON Senior Leadership (political, civilian, military), Human Resources, Defense Agencies, and external Federal Agencies (such as OPM, GAO and OMB), in addition to, eventually the general public. The following strategy will be employed for the audiences external to the CCMD:

- *Strategy: Develop and maintain an effective outreach system that communicates mission objectives, programs, plans and accomplishments to external customers and stakeholders.*
 - Establish a management system for public information services and create a standard look for brochures and marketing materials
 - Create opportunities for two-way communication between N11, Community Leadership and Community Managers as well as Commands.
 - Optimize speaking engagements and meetings with already established Community Management Programs, HR Community, etc.
 - Promote new technologies and programs as they are launched
 - Enhance systems for advising community members of new developments

5. Financial Information

5.1 Key Assumptions

The following assumptions are integral to the discussion of the organization's finances:

- We cannot control financial decisions that establish our level of appropriated funding; we can only influence them.
- Actions must be taken to balance CCM program delivery requirements with funding capability.
- Workload will continue to increase (A-76 studies, aging work force, VERA/VSIP/RIF, recruitment efforts, etc).
- Business process reengineering, change management, and program management, all currently being managed by the Human Resource claimant (OCHR) is integral to the success of CCM.

5.2 Current Financial Information

CCMD is funded primarily through appropriations. At it's stand-up, N11 was expected, over a three-year period, to establish end strength of 22. Three permanent FTE were assigned in FY02, though five were authorized. Ten more are expected in FY03 (with one having reported as of the date of this plan) and the final nine are authorized for FY04.

The December 2002 conference changed parameters somewhat, byt adding an additional community to the previously agreed up 20 communities. This could mean an additional FTE unless some other means is achieved to pay for this Community Manager.

In addition to the 20 communities, the CEB agreed to a Director and two other permanent staff members in order to ensure continuity in operations, to provide support and back up to the managers and to maintain a knowledge base within the organization. (Note: The CEB agreed to 20 communities, the additional community was a follow on resulting from the Leadership Board meeting). The permanent staff members will focus more on "the good of the Navy" and assure that higher-level perspective is kept in mind in all that must be accomplished. The Community Managers positions are rotational and each selected Manager will report to N11 for approximately two years. The recommendation was that these positions be filled at the GS-13 grade level. However, early analysis of N11 staffing levels and requirements did not consider the rotational requirements of the Community Managers. The cost of TDY or PCS was not a factored into the original calculations. To ensure the success of the CCM we must expect to recruit the best and the brightest as our Community Managers. This action may often find the best recruit outside the Washington D.C. area. Therefore, N11 must be prepared to support that selection without jeopardizing the other program functions, such as competency identification, best practice (including technology) review and implementation, task group meetings and program development initiative.

Although it is still too early in the CCM development process to determine whether one manager per community is appropriate, what is known is that within some communities additional support will be required. Certainly this is true of such communities as the Engineering and Scientist Community where Navy has a workforce of approximately 40,000. Similar concepts established within the Department of the Air Force find several communities supported by three to five employees each. While the Navy's CCM concept does not support the Air Force's centralized structure, the Navy must be prepared to provide the needed support, either in employees or contractors, to accomplish the work requirements. This additional staffing requirement is most critical in the development and implementation phases of the Civilian Community Management structure. With additional human capital requirements there is an equal need for office space and travel dollars to support the process development, and the competency identification and collection. Central to this is the attainment of employee and management buy-in to this major change in Navy culture, which will include total responsibility for civilian employee development from the Commands and provision of a more centralized focus for Navy workforce development and human capital strategic planning. The shift is from the Command-centric workforce to the Navy Total Force concept. N11 is an integral part of the re-shaping of the total workforce process.

As mentioned above, the CEB envisioned the Community Manager position as a GS-13. While this critical position needs to be filled by a seasoned employee, it is conceivable that this seasoned employee could be a GS-14/15. Review of the grades of current employees providing Commands and some communities with this management support, has found GS-15 level employees. Therefore, the N11 budget must be able to accommodate a flexible salary structure for the Community Manager positions, as well as supporting a permanent employee structure at that level. Support requirements also identified a much higher salaried contractor than envisioned. Again the reasoning for the higher salary is that during the development and initial implementation stages more senior level staff with a higher-level knowledge base may often be necessary.

Conclusions

The CCMD Business Plan presents a framework for addressing the significant workforce restructuring challenges the Navy currently faces. It serves to guide the CCMD's and Community Leadership Board's efforts to ensure that the Navy's civilian work force receives the same quality career management that the military receive. The document also provides a plan for addressing "people issues"—a major concern of the Chief of Naval Personnel—and reflects the CCMD's commitment to our most valuable asset.

As demonstrated, the CCMD understands its critical role in providing career growth and management support to Navy civilians. By executing this Plan, CCMD expects to develop and implement innovative approaches to better manage our civilian workforce. We anticipate the Plan will assist us by redirecting resources toward development of new approaches for providing an improved quality of "career life" to civilian work force. To ensure these business goals are being successfully met, we will track CCMD performance against the accomplishment of objectives and measure CCMD performance against standards agreed upon by the CCM Leadership and other internal assessment tools.

The Business Plan is also predicated upon the cooperation of the Commands, the CCM Board and imminent staffing of the N11 Division. Failure to ensure planned staffing levels will adversely impact the CCMD's ability to guide and nurture a successful CCM program. In addition, we must receive the funding necessary to procure the technology and implement the goals and objectives described herein.

This Business Plan is designed to be a living document and will be updated regularly, particularly if quarterly meetings of the Leadership Board warrant update or changes, as this most recent meeting has done. The private sector has long recognized that even a good business plan should be periodically reviewed and revised to meet changing market and situational needs. Therefore, the CCMD Business Plan will be implemented with an understanding that it will evolve in the future. By executing this Plan, CCMD will ensure that the Navy's civilian work force receives the quality career guidance it must receive if we are to weather the losses predicted for the future.